Joint Capability Areas Status Update to WJTSC 10-1

29 March 2010

Joint Staff J-7, JFDID

Agenda

Time	Topic/Subject	Briefer
0800 - 0815	Welcome	CDR Fleming
0815 - 0830	JCA Status Update Brief	Mr. Brown
0830 - 0915	UJTL / JCA Mapping Initial Staffing Results	Mr. Brown
0915 - 0945	Break	All
0945 - 1015	UJTL / JCA Mapping GOFO Staffing	Mr. Brown
1015 - 1115	Future JCA Initiatives	Mr. Brown
1115 - 1200	Wrap up / Closing Remarks	CDR Fleming
1200 - 1300	Lunch	

A Common Language

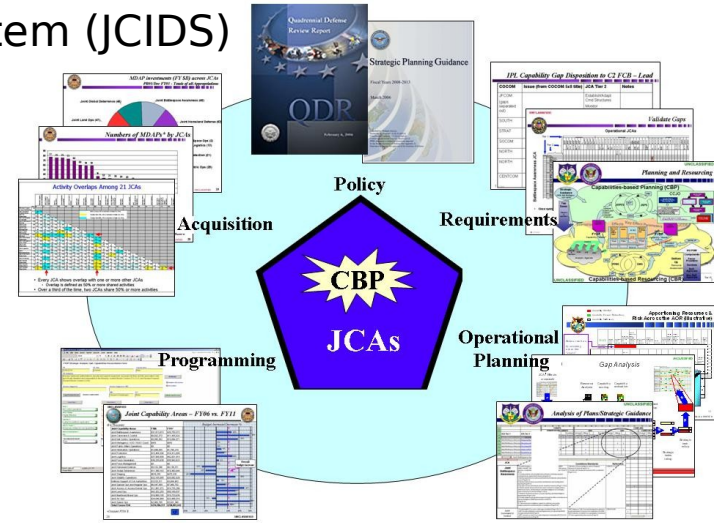
- **DOD processes previously talked in five different languages (some still do)…**
  - ***Policy*** talked in terms of strategic priorities
  - ***Programming*** talked in terms of appropriations and PEs
  - ***Planning*** talked in terms of force packages
  - ***Acquisition*** talked in terms of cost, schedule and performance parameters
  - ***Requirements*** talked in terms of capabilities and gaps
- **Common language enables an enterprise-wide capabilities-based strategy-to-task discussion**

DOD's Capabilities Based Planning "Rosetta Stone"

JCA Usage Examples

DoD Guidance & Reports
- Quadrennial Roles and Missions (QRM) Report to Congress
- Guidance for Developing the Force (GDF)
- Capability Portfolio Management (CPM)

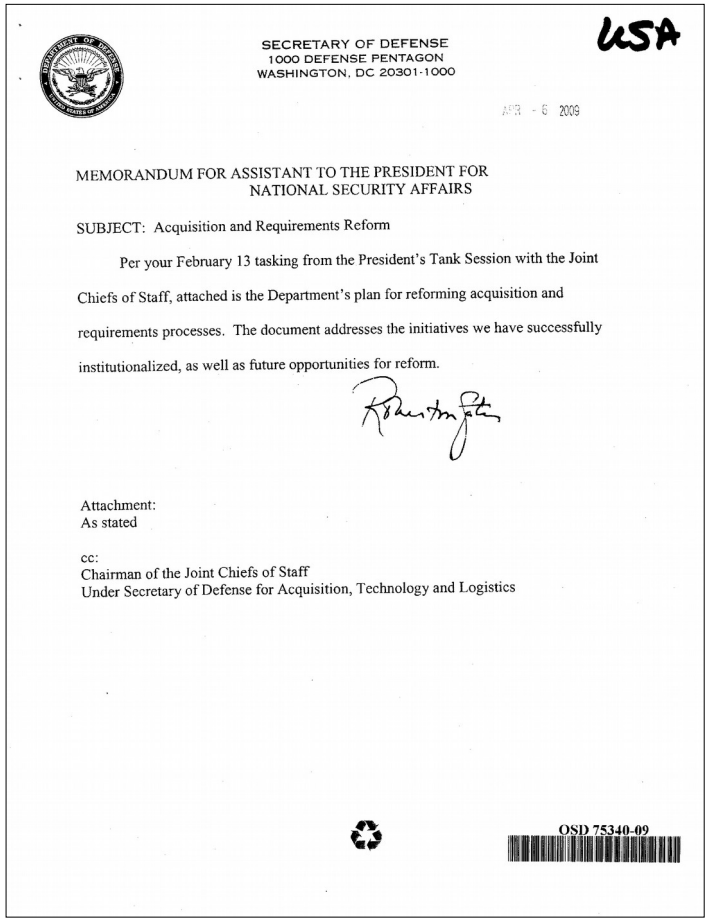
Business Processes / Policies
- Joint Capabilities Integration Development System (JCIDS)
- Functional Capability Boards (FCBs)
- Joint Combat Capability Assessment (JCCA)
- Defense Readiness Reporting System (DRRS)
- Linking Plans to Resources (LPTR)
- Joint Capability Requirements Manager (JCRM)



Enterprise Architectures
- DoD Architectural Framework (DoDAF) 2.0
- DoD Architecture Registry System
- DON Architectures
- Army Enterprise Architecture Framework
- Defense Intelligence Enterprise Architecture BA and ISR Segments
- Joint C2 Architectures and Capability Assessment Enterprise (JACAE)

Other
- Visual C2 Capability Analysis and Tradeoff Suite
- Joint Concept Development & Experimentation Campaign Plan (JCD&E C-Plan)
- Defense Threat Reduction Agency Science & Technology Plan
- USAF Electronic Warfare Roadmap
- Naval Investment Management System
- Dependence on Contractor Support in Contingency Operations Task Force

Acquisition and Requirements Reform – 9 Apr 09



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

USA

APR - 6 2009

MEMORANDUM FOR ASSISTANT TO THE PRESIDENT FOR
NATIONAL SECURITY AFFAIRS

SUBJECT: Acquisition and Requirements Reform

Per your February 13 tasking from the President's Tank Session with the Joint Chiefs of Staff, attached is the Department's plan for reforming acquisition and requirements processes. The document addresses the initiatives we have successfully institutionalized, as well as future opportunities for reform.

Attachment:
As stated

cc:
Chairman of the Joint Chiefs of Staff
Under Secretary of Defense for Acquisition, Technology and Logistics

OSD 75340-09

Balance Existing and Future Investments to Provide the Right Mix Capabilities at the Right Time. These two elements, a strategy that defines which desired strategic objective capabilities and an understanding of resource constraints, are required to effectively identify risks and trades and produce an executable and stable investment plan. The ability to make informed decisions and honestly and explicitly balance the Department's investment strategy is very dependent on our willingness to make the hard decisions, provide clear guidance, and monitor execution to ensure compliance. This can be supported by improved investment transparency – the use of capability portfolio management as a horizontal integration and balancing tool – intended to reduce the influence of stove-piped interests. DoD has created a capability portfolio management system through which portfolio managers can de-conflict systems in being, in development, and proposed. This de-confliction can lead to identification of duplication and appropriate prioritization of gap-filling solutions and more efficient use of increasingly constrained resources. The Secretary's direction for investing in the right mix of capabilities must be included in investment planning guidance that would be included in programming guidance given to the Components.

While not perfect, the Department took an important first step in improving this alignment by providing FY 2010 strategic planning guidance focused on investment in Doctrine, Organization, Training, Materiel, Personnel, Leadership, and Facilities (DOTMLPF) capabilities. The Guidance for the Development of the Force (GDF) provided risk guidance to the Components by taking a Capability Portfolio approach, looking at capability needs and identifying possible risks and trades that could be considered in meeting capability needs. The first issuance of the GDF focused on within-portfolio trades, but more must be done. In the future, the Department must balance within and across capability portfolios to better align to budget constraints and Warfighting needs, based on Warfighter capability prioritization.

Secretary Gate's response to a President's Tank Session question regarding Acquisition Reform

Unifying DoD Management Processes

Part 1: Planning and Resources

Version 3.2
December 8, 2009

Institute for Defense Analyses

Capability Area Assessments (CAAs)

Providing An Analytic Basis For Defense Decision-Making

1. **A cross-cutting structure to emphasize current and future user perspectives**
   - CAA analyses link warfighting, technology, and resource analysis perspectives
2. **A mechanism for meaningful CoCom involvement**
   - The analysis of capability gaps, duplications, and opportunities is keyed to identifying current and future combatant command mission needs, based on the strategy and SecDef priorities
   - Each CAA Team is supported by CoCom representatives, and may include a CoCom co-chair
3. **Each CAA team is a standing analytical group with responsibility throughout the annual cycle**
   - Conduct Program Balance Reviews for the Program Planning Assessment and the Program Review
   - SecDef-directed Front End Assessments (FEAs) are assigned to CAA teams
4. **Mandate for CAA teams is to develop resource-balanced trade-offs within the capability areas**
   - The process emphasizes focus on limited number of major issues

PRB Executive Committee prepares selected issues for review by the PRB

Illustrative CAA Taxonomy

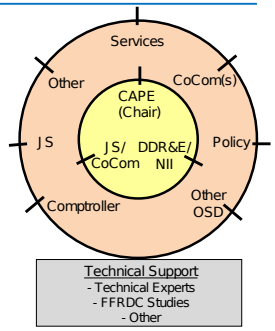
1. Joint C2 and Networking
2. Battlespace Awareness
3. Cyber
4. Mobility
5. Maritime Combat and Presence
6. Air Superiority, SEAD, Deep Strike
7. Close Combat and Forcible Entry
8. Stability Ops & Building Partnerships
9. Strategic Deterrence
10. Special Operations
11. Homeland Defense, BMD

mber 8

12

Capability Area Assessments (CAAs) (Cont.)

6. **Capability Area Assessment Teams**
   - Co-Chairs: CAPE (Chair), JS or CoCom, DDR&E or NII
     - CAPE provides analytic and programming lead
     - JS provides warfighting concepts and user perspectives
     - CoComs provide user perspectives and expertise
     - OSD proponent offices provide technology perspective
   - Other participants:
     - Service force providers
     - Other OSD offices and other organizations participate and contribute as needed
   - Each CAA Team has a tailored supporting structure to conduct detailed analytical and technical work
   - CAAs replace Capability Portfolio Management (CPM) structure, with support capabilities retained or developed as appropriate



7. **Illustrative CAA Taxonomy**
   1. Joint C2 and Networking
   2. Battlespace Awareness
   3. Cyber
   4. Mobility
   5. Maritime Combat and Presence
   6. Air Superiority, SEAD, Deep Strike
   7. Close Combat and Forcible Entry
   8. Stability Ops & Building Partnerships
   9. Strategic Deterrence
   10. Special Operations
   11. Homeland Defense, BMD

8. **Other Analyses to Support the Planning and Resources Process**
   - Annual regional Operational Assessments of current and future capability needs
   - Analyses of Human Capital/Manpower issues
   - Analyses of infrastructure, logistics, and O&M issues

IDA Study Part 2 - Requirements

Unifying DoD Management Processes

Part 1: Planning and Resources

Version 3.2
December 8, 2009

Institute for Defense Analyses

Acquisition and Requirements
Themes for Part 2

Emphasize Front-End Direction In Both What To Buy and How To Buy Functions

What to Buy: Emphasize responsiveness to user capability gaps and SecDef strategic priorities, with integrated analysis of a broad range of alternatives to establish priorities and requirements

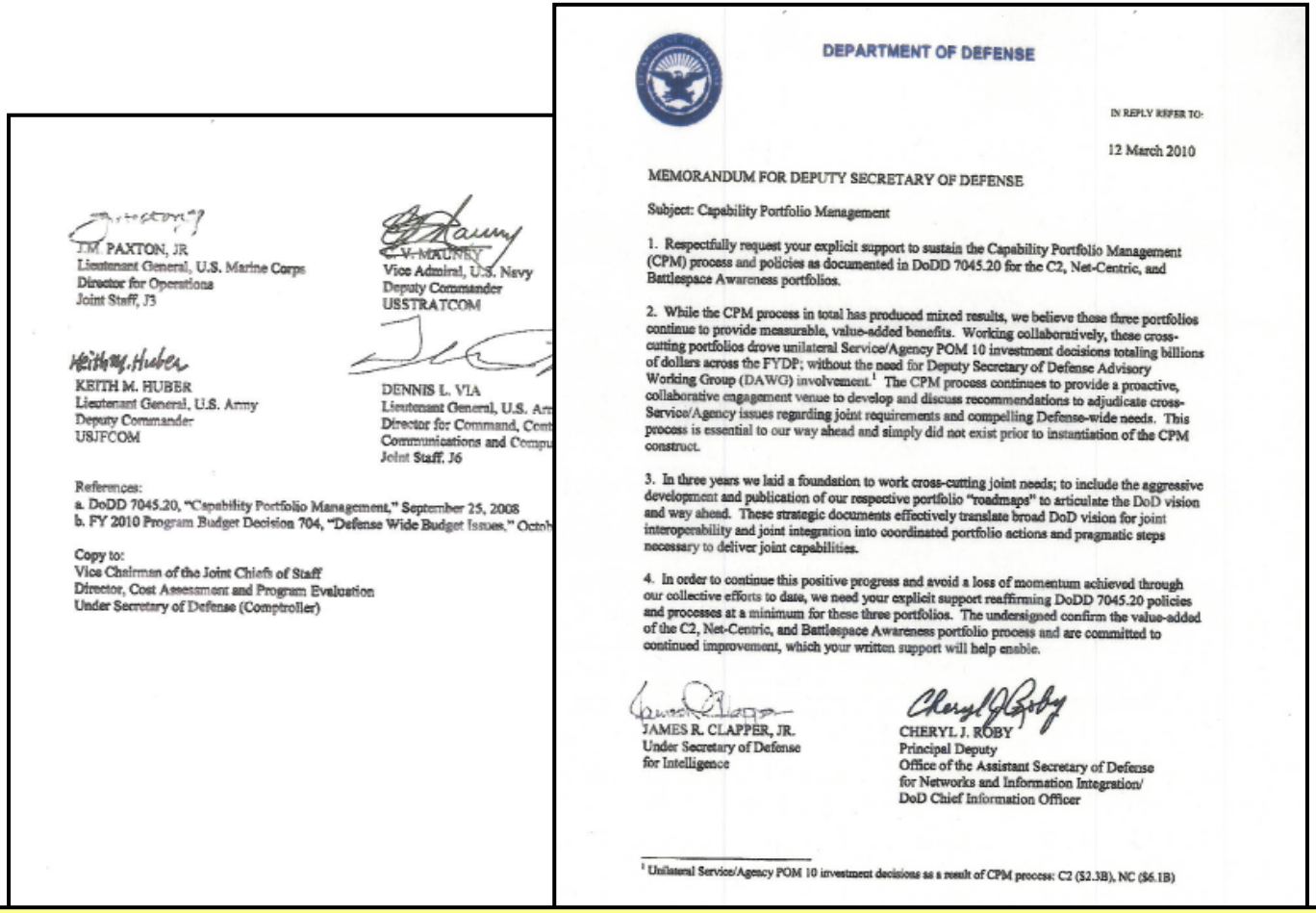
- Requirements should be specified as capability gaps rather than system solutions
  - Requirements for *warfighting capabilities* should be an output from an analytical process, driven by SecDef priorities and user needs, that integrates warfighting, technology, and resource perspectives
- Consider wide range of alternatives for meeting capability needs, supported by range of technology options

How to Buy: Emphasize early independent reviews to start acquisition programs with realistic plans

- Realistic acquisition strategies and schedules, supported by mature technologies and sound front-end systems engineering
- Full funding in FYDP, based on independent and realistic cost estimates tied to independent systems design verification, including reserves tailored to risk level
- Track execution
  - Accountability: Expectation that Program Managers will execute their programs according to their commitments and approved plans
  - Effective Oversight: USD(AT&L) tracks progress of program commitments, costs, and performance to provide early warning and take corrective action
- Acquisition program stability is an important and achievable goal, and also contributes to overall defense program stability

Urgent Needs: Services are agile providers of urgent needs

C2 / NC / BA CPM Input



DEPARTMENT OF DEFENSE

IN REPLY REFER TO:

12 March 2010

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

Subject: Capability Portfolio Management

1. Respectfully request your explicit support to sustain the Capability Portfolio Management (CPM) process and policies as documented in DoDD 7045.20 for the C2, Net-Centric, and Battlespace Awareness portfolios.

2. While the CPM process in total has produced mixed results, we believe these three portfolios continue to provide measurable, value-added benefits. Working collaboratively, these cross-cutting portfolios drove unilateral Service/Agency POM 10 investment decisions totaling billions of dollars across the FYDP, without the need for Deputy Secretary of Defense Advisory Working Group (DAWG) involvement.[1] The CPM process continues to provide a proactive, collaborative engagement venue to develop and discuss recommendations to adjudicate cross-Service/Agency issues regarding joint requirements and compelling Defense-wide needs. This process is essential to our way ahead and simply did not exist prior to instantiation of the CPM construct.

3. In three years we laid a foundation to work cross-cutting joint needs; to include the aggressive development and publication of our respective portfolio "roadmaps" to articulate the DoD vision and way ahead. These strategic documents effectively translate broad DoD vision for joint interoperability and joint integration into coordinated portfolio actions and pragmatic steps necessary to deliver joint capabilities.

4. In order to continue this positive progress and avoid a loss of momentum achieved through our collective efforts to date, we need your explicit support reaffirming DoDD 7045.20 policies and processes at a minimum for these three portfolios. The undersigned confirm the value-added of the C2, Net-Centric, and Battlespace Awareness portfolio process and are committed to continued improvement, which your written support will help enable.

JAMES R. CLAPPER, JR.
Under Secretary of Defense
for Intelligence

CHERYL J. ROBY
Principal Deputy
Office of the Assistant Secretary of Defense
for Networks and Information Integration/
DoD Chief Information Officer

[1] Unilateral Service/Agency POM 10 investment decisions as a result of CPM process: C2 ($2.3B), NC ($6.1B)

J.M. PAXTON, JR
Lieutenant General, U.S. Marine Corps
Director for Operations
Joint Staff, J5

C.V. MAUNEY
Vice Admiral, U.S. Navy
Deputy Commander
USSTRATCOM

KEITH M. HUBER
Lieutenant General, U.S. Army
Deputy Commander
USJFCOM

DENNIS L. VIA
Lieutenant General, U.S. Ar
Director for Command, Cont
Communications and Compu
Joint Staff, J6

References:
a. DoDD 7045.20, "Capability Portfolio Management," September 25, 2008
b. FY 2010 Program Budget Decision 704, "Defense Wide Budget Issues," Octob

Copy to:
Vice Chairman of the Joint Chiefs of Staff
Director, Cost Assessment and Program Evaluation
Under Secretary of Defense (Comptroller)

DCDR, JFCOM

JS J-3

PDASD(NII)/DOD CIO

JS J-6

DCDR, USSTRATCOM

USD(I)

"The CPM process continues to provide a proactive, collaborative engagement venue to develop and discuss recommendations to adjudicate cross-Service/Agency issues regarding joint requirements and compelling Defense-wide needs. This process is essential to our way ahead …"

JCA Management Plan

Contents

- Background
- Definitions
- Roles and Responsibilities
  - Substantive tiers 1-3 changes – DAWG
  - All other changes – ***DJS*** / PDUSD(P)
  - J-7 designated lead agent
- Management
- Refinement Process

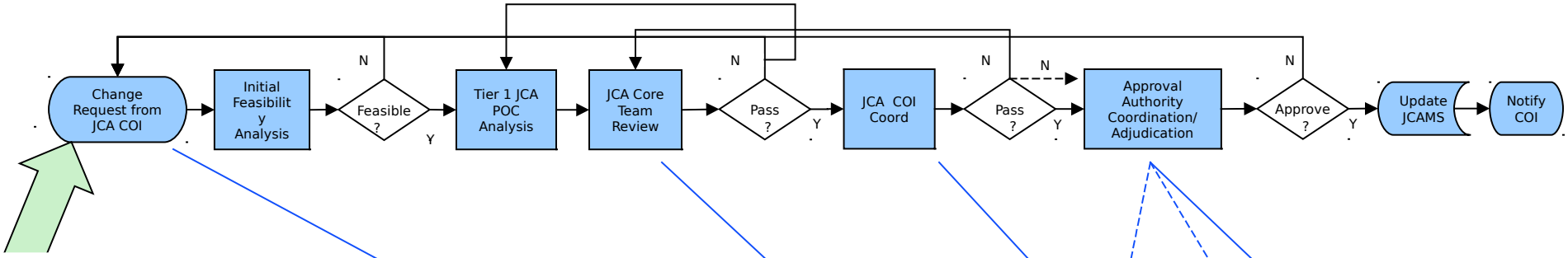
Describes processes and establish roles and responsibilities for the management, refinement, and continued development of the JCA framework and definitions.

JCA Refinement Way Forward

- Complete UJTL to JCA mapping flag-level staffing before beginning JCA refinement process because:
  - Mapping effort will inform JCA refinement
  - Coordinate mapping analysis with JETD
  - Supports next way-point – WJTSC 10-1 (29 March 2010)

- JCAMP provides the refinement process authority
  - Reestablishing JCA POCs for collaboration
  - Provide feedback back to Community of Interest on mappings
  - Add refinement functionality to JCAMS
  - Host JCA core team meeting to promulgate responsibilities, level playing field, ensure participation, and seek process input
  - Kick off JCA refinement process with data call

JCA Refinement Plan



Engineering / Installation Support
Corporate Management & Support (BTA)
Human Terrain / Linguists / Chaplain
Space Enablers
Logistics – Class of Supply vs. Supply Chain function

Co-chair IPR

Co-chair IPR

CRC

Re-constitute Core Team

Known Issue Working Groups

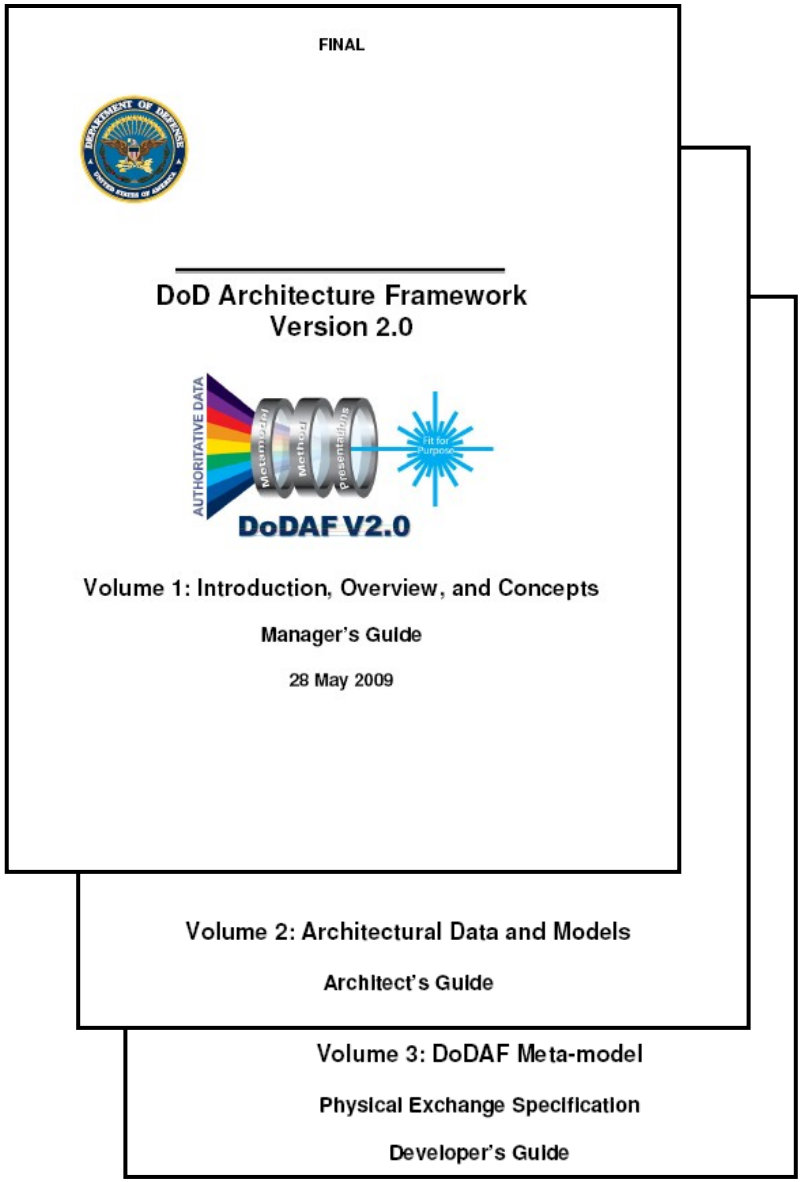
Data Call

Core Tm Review

JCA COI Coord

Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec

DoDAF V2.0



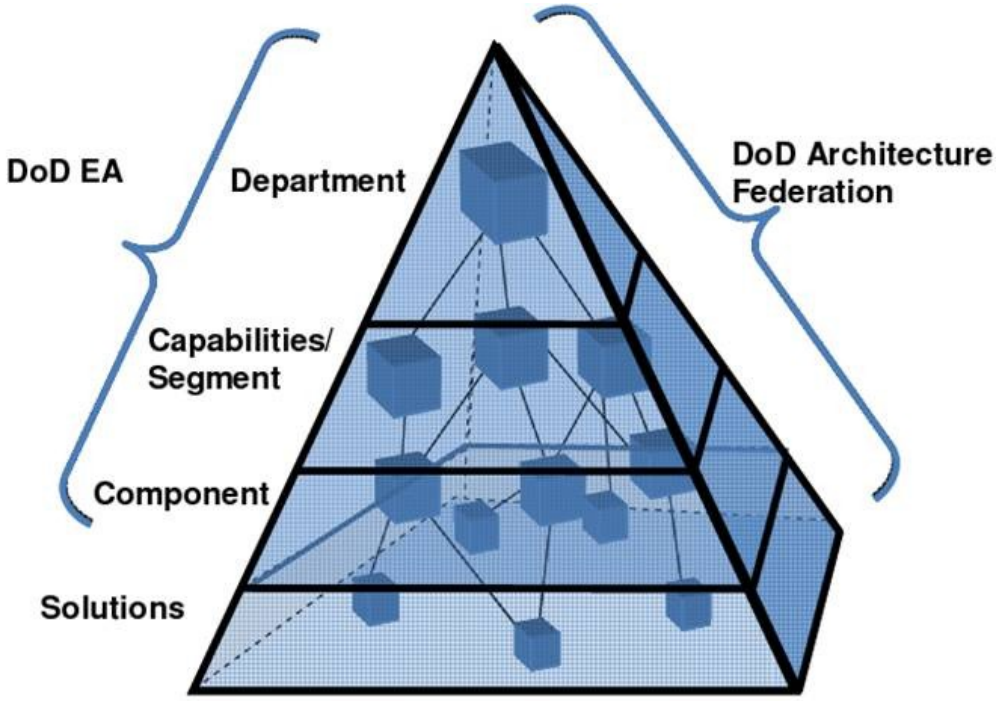
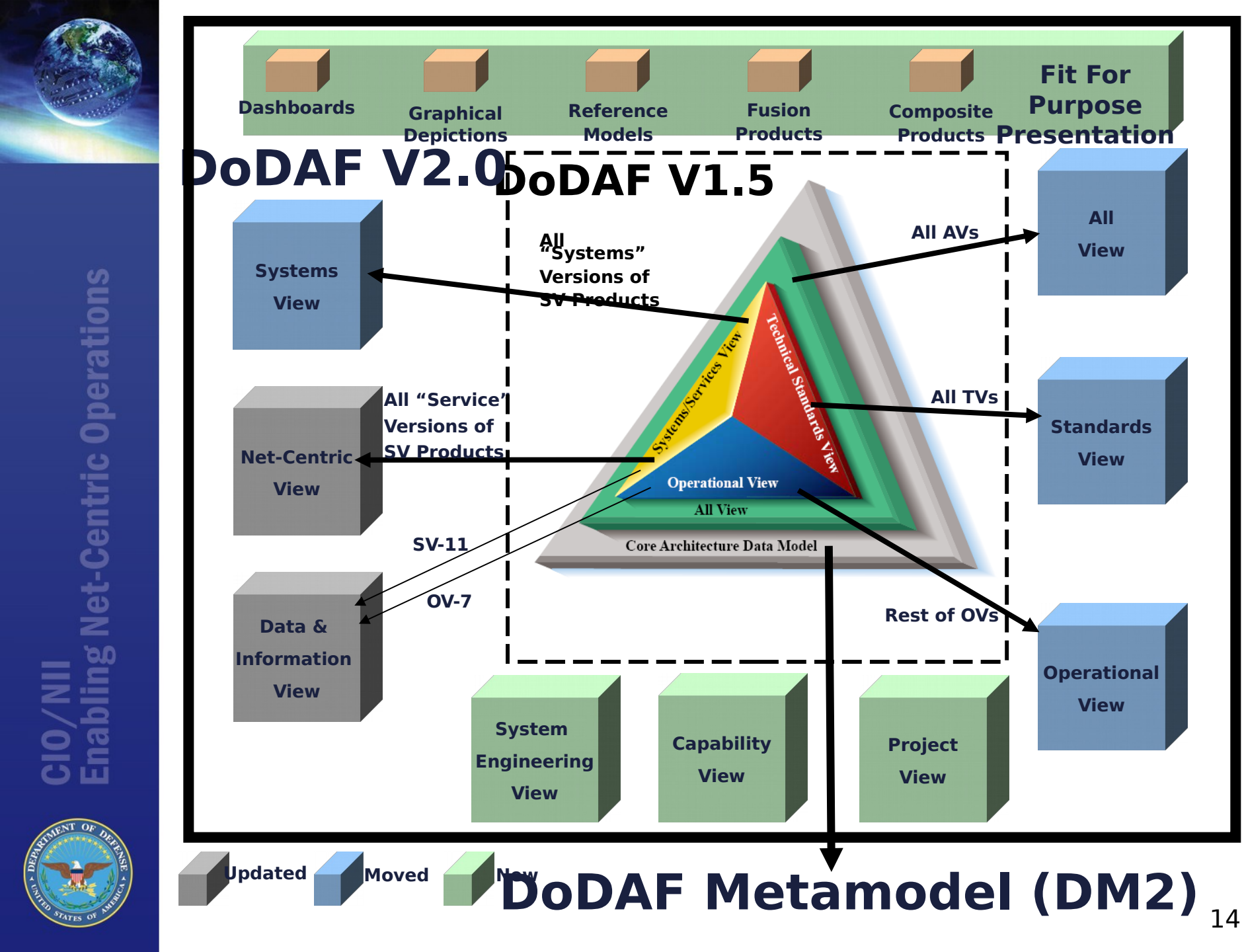


Figure 4.4-1: Architecture Levels for Tiered Accountability

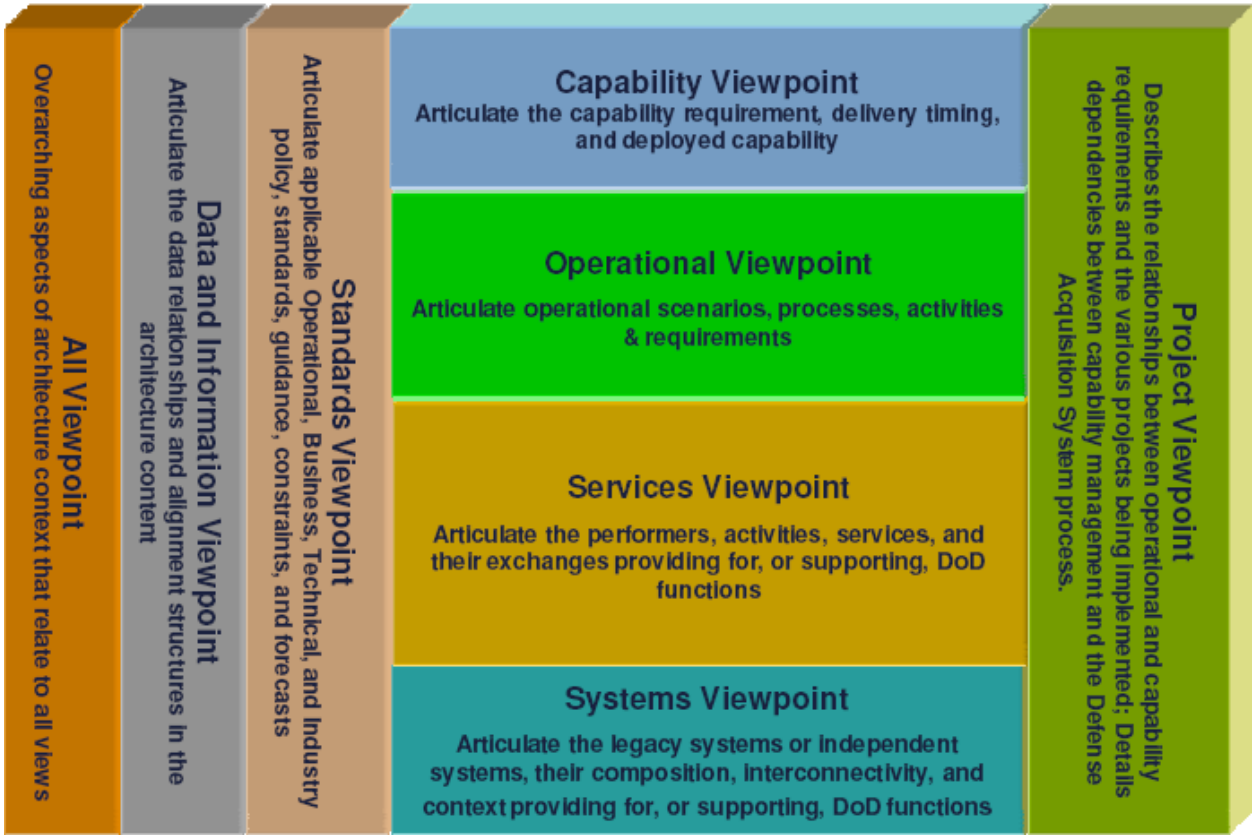
Origins of Enterprise Architecture

Table 3.2.1-1: Federal Law and Policy

Policy/Guidance	Description
Clinger-Cohen Act of 1996	Recognizes the need for Federal Agencies to improve the way they select and manage IT resources and states, "information technology architecture, with respect to an executive agency, means an integrated framework for evolving or maintaining IT and acquiring new IT to achieve the agency's strategic goals and information resources management goals." Chief Information Officers are assigned the responsibility for "developing, maintaining, and facilitating the implementation of a sound and integrated IT architecture for the executive agency".
E-Government Act of 2002	Calls for the development of Enterprise Architecture to aid in enhancing the management and promotion of electronic government services and processes.
Office of Management and Budget Circular A-130	"Establishes policy for the management of Federal information resources"[6] and calls for the use of Enterprise Architectures to support capital planning and investment control processes. Includes implementation principles and guidelines for creating and maintaining Enterprise Architectures.
OMB Federal Enterprise Architecture Reference Models (FEA RM)	Facilitates cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across Federal Agencies.[7] Alignment with the reference models ensures that important elements of the FEA are described in a common and consistent way.[8] The DoD Enterprise Architecture Reference Models are aligned with the FEA RM.
OMB Enterprise Architecture Assessment Framework (EAAF)	Serves as the basis for enterprise architecture maturity assessments. Compliance with the EAAF ensures that enterprise architectures are advanced and appropriately developed to improve the performance of information resource management and IT investment decision making.
General Accounting Office Enterprise Architecture Management Maturity Framework (EAMMF)	"Outlines the steps toward achieving a stable and mature process for managing the development, maintenance, and implementation of enterprise architecture." Using the EAMMF allows managers to determine what steps are needed for improving architecture management.


Dashboards
Graphical Depictions
Reference Models
Fusion Products
Composite Products
Fit For Purpose Presentation
DoDAF V2.0
DoDAF V1.5
Systems View
All "Systems" Versions of SV Products
All AVs
All View
Net-Centric View
All "Service" Versions of SV Products
All TVs
Standards View
Systems/Services View
Technical Standards View
Operational View
All View
Core Architecture Data Model
SV-11
OV-7
Data & Information View
Rest of OVs
Operational View
System Engineering View
Capability View
Project View
Updated
Moved
New
DoDAF Metamodel (DM2)
CIO/NII
Enabling Net-Centric Operations

Select the Viewpoints That Fit-the-Purpose


All Viewpoint
Overarching aspects of architecture context that relate to all views
Data and Information Viewpoint
Articulate the data relationships and alignment structures in the architecture content
Standards Viewpoint
Articulate applicable Operational, Business, Technical, and Industry policy, standards, guidance, constraints, and forecasts
Capability Viewpoint
Articulate the capability requirement, delivery timing, and deployed capability
Operational Viewpoint
Articulate operational scenarios, processes, activities & requirements
Services Viewpoint
Articulate the performers, activities, services, and their exchanges providing for, or supporting, DoD functions
Systems Viewpoint
Articulate the legacy systems or independent systems, their composition, interconnectivity, and context providing for, or supporting, DoD functions
Project Viewpoint
Describes the relationships between operational and capability requirements and the various projects being implemented; Details dependencies between capability management and the Defense Acquisition System process.

3.4.2.2 The Capability Viewpoint. The Capability Viewpoint (CV) captures the enterprise goals associated with the overall vision for executing a specified course of action, or the ability to achieve a desired effect under specific standards and conditions through combinations of means and ways to perform a set of tasks. It provides a strategic context for the capabilities described in an Architectural Description, and an accompanying high-level scope, more general than the scenario-based scope defined in an operational concept diagram. The models are high-level and describe capabilities using terminology, which is easily understood by decision makers and used for communicating a strategic vision regarding capability evolution.

DEPARTMENT OF DEFENSE
CHIEF INFORMATION OFFICER

Strategy to Task

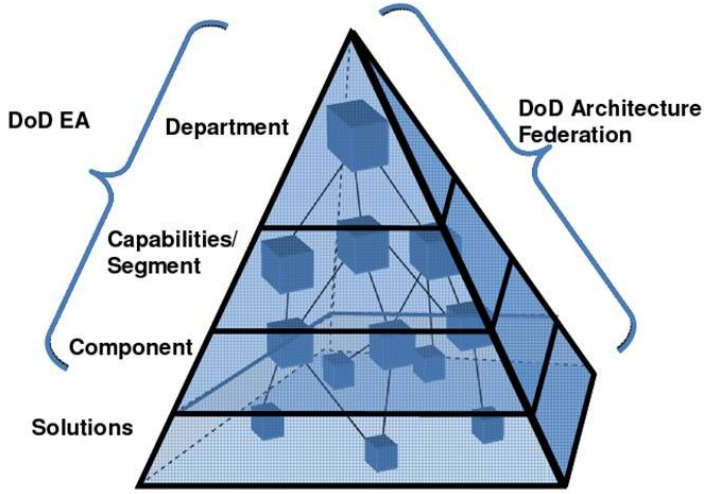


Figure 4.4-1: Architecture Levels for Tiered Accountability

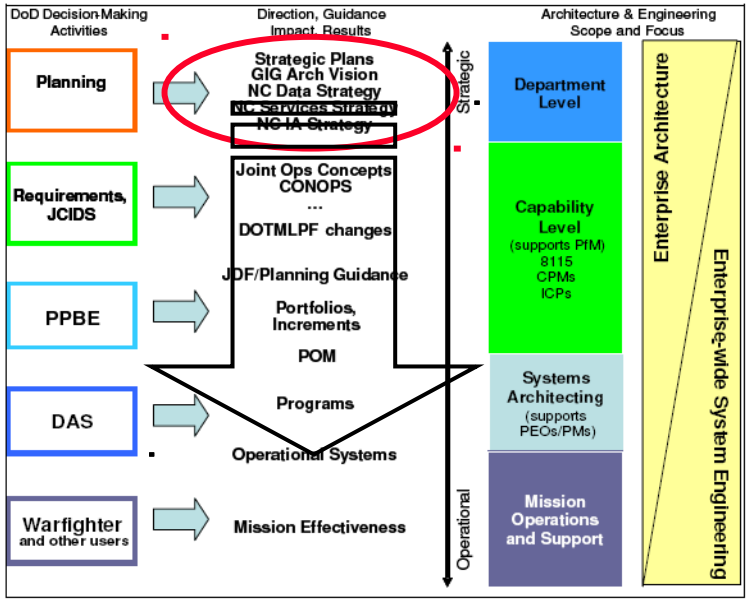
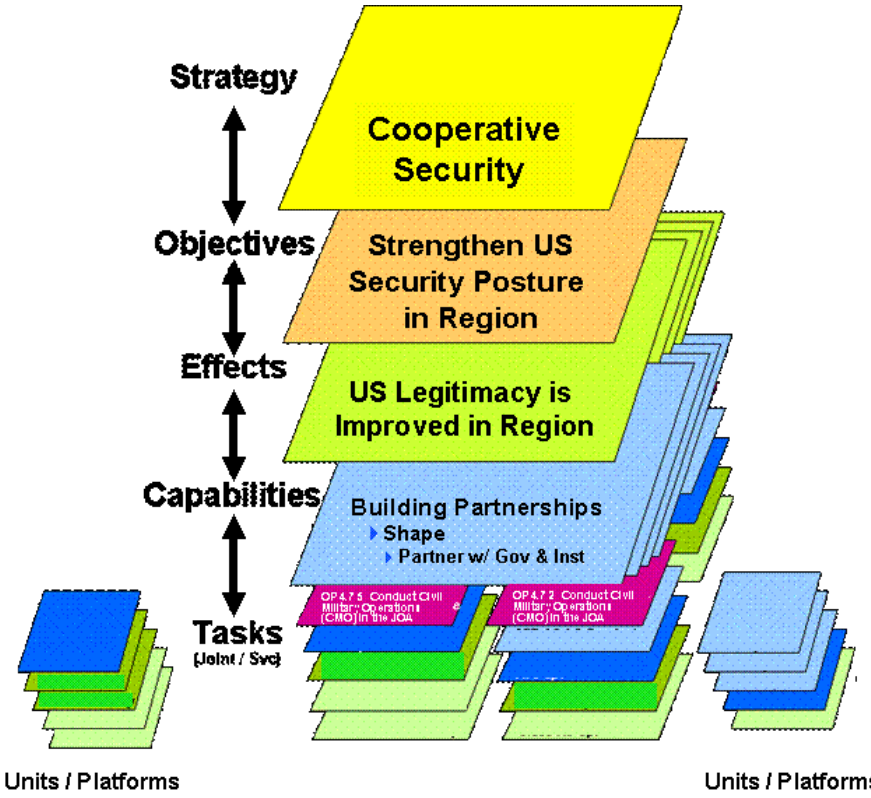
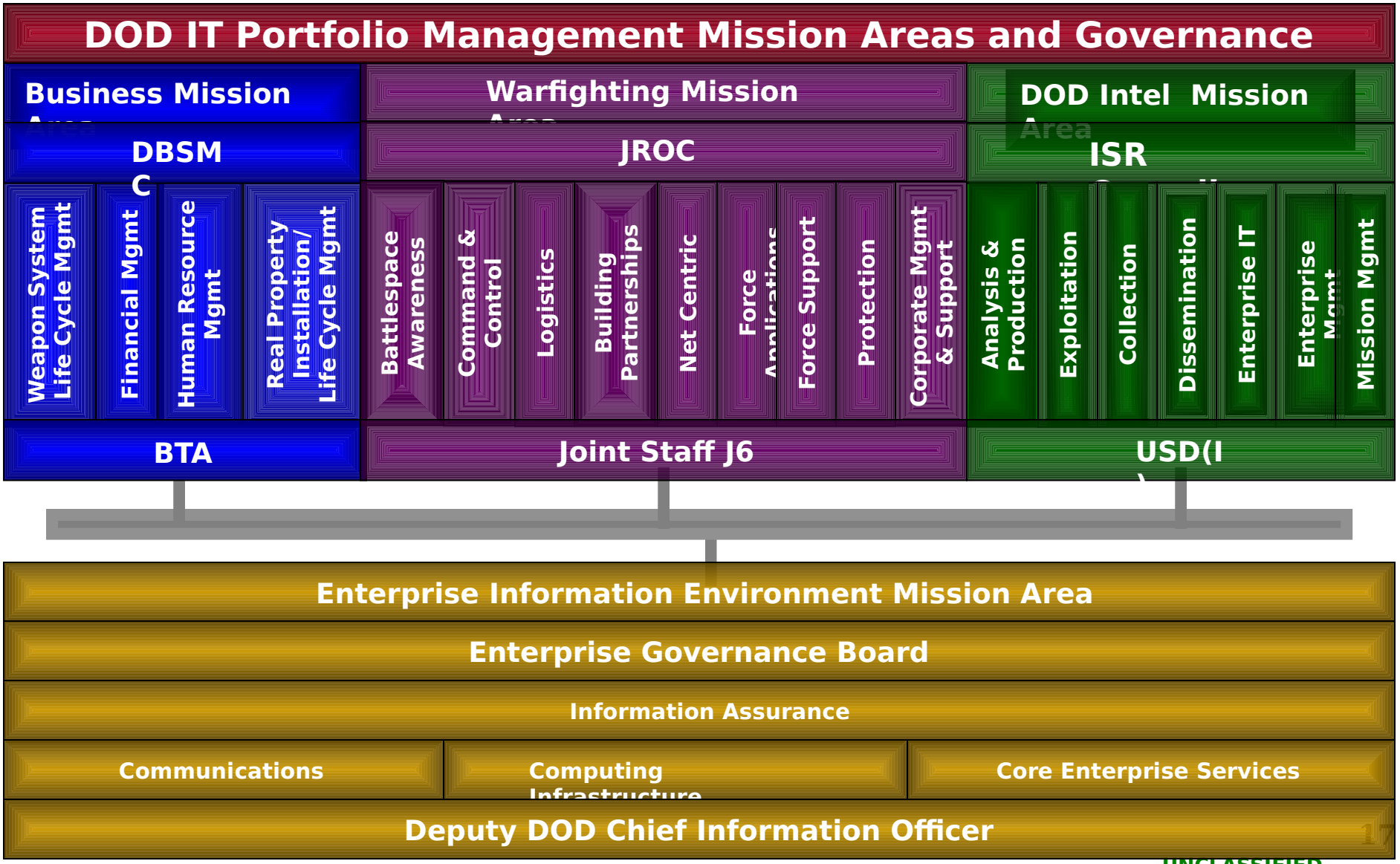


Figure 2-1: Establishing the Scope for Architecture Development



Current DoD IT Mission Areas



Enterprise Architecture Segments

EA Segments

Segments represent distinct portions of the enterprise (core mission, business or enterprise services) characterized by:

- Common governance
- Use of common and related services and functions; shared resources and data
- An ability to coordinate and achieve consensus across segment stakeholders

Strong OMB interest in:

- Segments that include (or with potential) for cross Agency use (e.g., financial management)
- Information sharing segments
- Segments that reflect new Administration priorities (e.g., health, Info Assurance)
- Information technology infrastructure segment

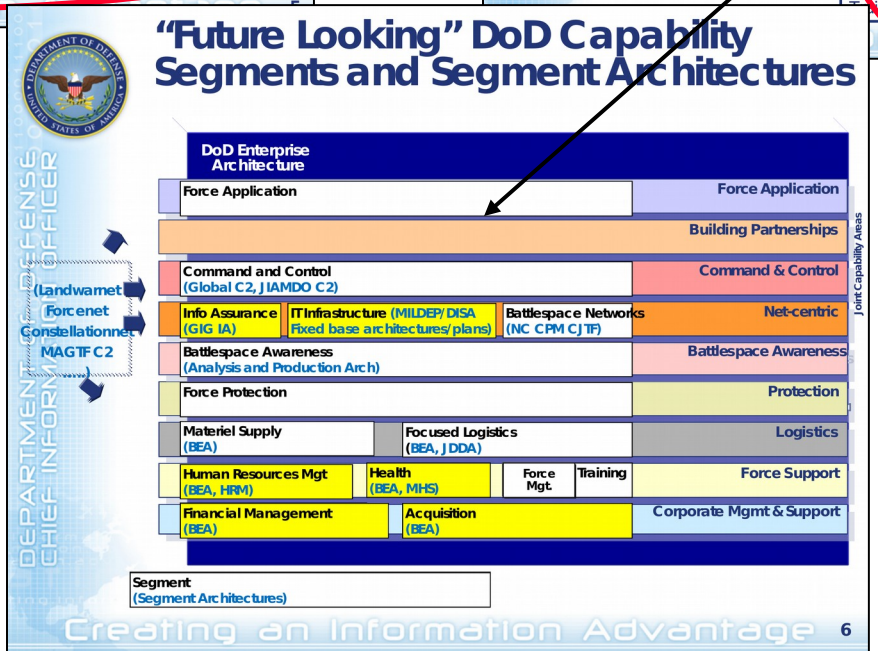
DoD's existing Four Segments (Mission Areas) are no longer appropriate BUT *FY 10 IT budget tied to them*

DoD EA Segments For OMB Reporting (Feb 27)

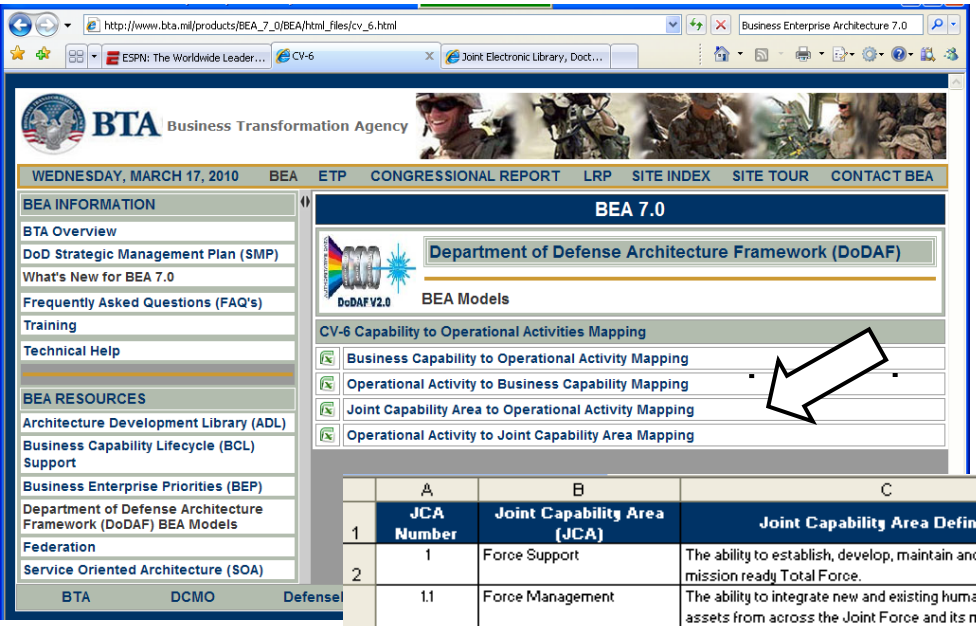
Official FY 10 Segments	"FY 11" Proposed Segments	Report Lead
Warfighting Mission Area	Financial Management	BTA
	Acquisition	BTA
	Human Resource Management	BTA
Defense Intelligence Mission Area	Health	ASD(HA)
	Materiel Supply	BTA
	Focused Logistics	TRANSCOM
Business Mission Area	Battlespace Awareness	USD(I)
	Battlespace Networks	ASD(NII)/DoD CIO
	DoD IT Infrastructure (4 segments	DISA, USAF, USA, DON
	Information Assurance	ASD(NII)/DoD CIO
	Command & Control	ASD(NII)/DoD CIO
Enterprise Information Environment Mission Area	Force Application	Notional segment
	Force Protection	Notional segment
	Force Management	Notional segment
	Training	Notional segment

Note: Only Part 1 submitted for all except the DoD IT Infrastructure

"Future Looking" DoD Capability Segments and Segment Architectures



JCA to BEA Activity Mapping

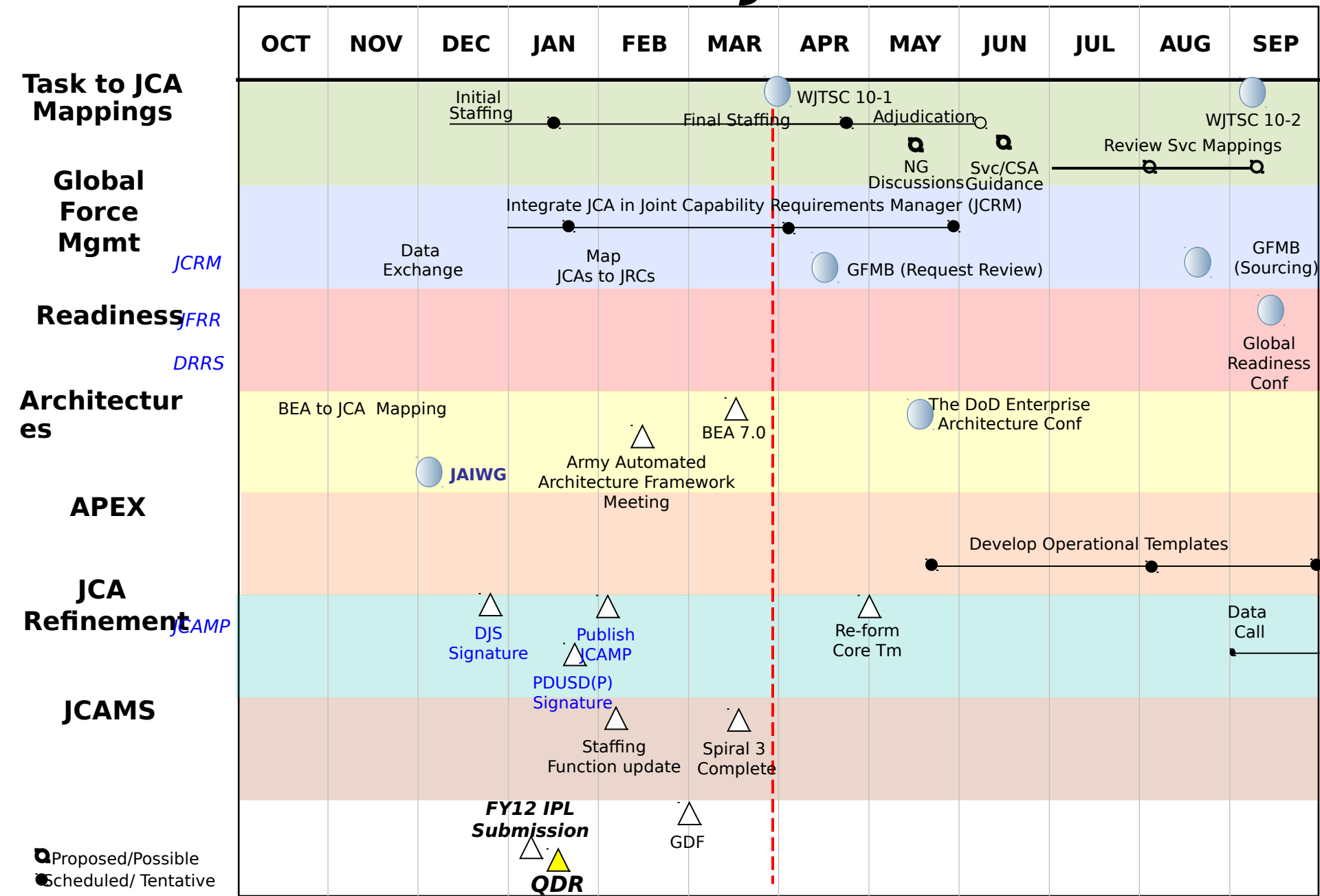

http://www.bta.mil/products/BEA_7_0/BEA/html_files/cv_6.html
Business Enterprise Architecture 7.0
ESPN: The Worldwide Leader...
CV-6
Joint Electronic Library, Doct...
BTA Business Transformation Agency
WEDNESDAY, MARCH 17, 2010 BEA ETP CONGRESSIONAL REPORT LRP SITE INDEX SITE TOUR CONTACT BEA
BEA INFORMATION
BTA Overview
DoD Strategic Management Plan (SMP)
What's New for BEA 7.0
Frequently Asked Questions (FAQ's)
Training
Technical Help
BEA RESOURCES
Architecture Development Library (ADL)
Business Capability Lifecycle (BCL) Support
Business Enterprise Priorities (BEP)
Department of Defense Architecture Framework (DoDAF) BEA Models
Federation
Service Oriented Architecture (SOA)
BTA DCMO Defense
BEA 7.0
Department of Defense Architecture Framework (DoDAF)
DoDAF V2.0
BEA Models
CV-6 Capability to Operational Activities Mapping
Business Capability to Operational Activity Mapping
Operational Activity to Business Capability Mapping
Joint Capability Area to Operational Activity Mapping
Operational Activity to Joint Capability Area Mapping

	A	B	C	D	E	F	G
1	JCA Number	Joint Capability Area (JCA)	Joint Capability Area Definition	BEA CBM	BEA Activity	BEA Activity	BEA Activity Definition
2	1	Force Support	The ability to establish, develop, maintain and manage a mission ready Total Force.				
3	1.1	Force Management	The ability to integrate new and existing human and technical assets from across the Joint Force and its mission partners to make the right capabilities available at the right time and place to support National security.	HRM WSLM	623111	Administer Assignment Action	This activity is associated with the administration of an assignment action. This will include the determine assignment action, submit assignment action request, perform assignment screening, and provide assignment action decision activities.
4	1.1	Force Management	The ability to integrate new and existing human and technical assets from across the Joint Force and its mission partners to make the right capabilities available at the right time and place to support National security.	HRM WSLM	623121	Administer Interservice Transfer	This activity is associated with the administration of an Interservice Transfer (e.g., a transfer from Army to Marine Corps). This activity may also include (but not be limited to) assessing transfer eligibility, reviewing the transfer by the approval authority board, and executing the board decision. Note: Interservice transfers are normally made only between equivalent components, that is, Reserve to Reserve and Regular to Regular.
5	1.1	Force Management	The ability to integrate new and existing human and technical assets from across the Joint Force and its mission partners to make the right capabilities available at the right time and place to support National security.	HRM WSLM	623122	Administer Intraservice Transfer	This activity is associated with the administration of an Intraservice Transfer (e.g., a transfer from a Regular component to the Reserves, transfer between Reserve Categories (e.g., Ready Reserve, Standby Reserve, Retired reserve), or transfer from a Regular component to the National Guard). This activity may also include (but not be limited to) assessing transfer eligibility, reviewing the transfer by the approval authority board, and executing the board decision.
6	1.1	Force Management	The ability to integrate new and existing human and technical assets from across the Joint Force and its mission partners to make the right capabilities available at the right time and place to support National security.	HRM WSLM	623123	Administer Transfer between Military Personnel Classes	This activity is associated with changing a Member's class from Enlisted to Commissioned/Warrant Officer class, or a Commissioned/Warrant Officer to an enlisted class. This activity also includes managing the initial request to become a Commissioned/Warrant Officer, the concurrence or nonconcurrence of the request, and the updating of personnel records once the personnel status has changed.
	1.1	Force Management	The ability to integrate new and existing human and technical assets from across the Joint Force and its mission partners to make the right capabilities available at the right time and place to support National security.	HRM WSLM	623124	Administer Transfer To and From Active Duty	This activity is associated with transferring the Members of a Reserve component unit to or from active duty during mobilization or demobilization. This includes either an update to an individual Member's information or a mass update to multiple Member's information. Mass updates can also be applied to all

On-going Work

- Joint Capability Area Management System (JCAMS)
  - Spiral 3 on track for delivery at end of current PoP (31 Mar 2010)
  - .mil domain migration, reusing 2 JTIMS servers (target Jul 2010)
- UJTL to JCA mapping
  - Initial staffing and adjudication complete (5 Feb 2010)
  - Flag-level staffing JSAP end of February
- Joint Capability Resource Manager (JCRM)
  - JFCOM on task to integrate JCAs into JCRM structure utilizing JCAMS shared data (*including UJTL to JCA mappings*)
  - Next phase is mapping JCAs to Joint Requirements Codes (JRC)

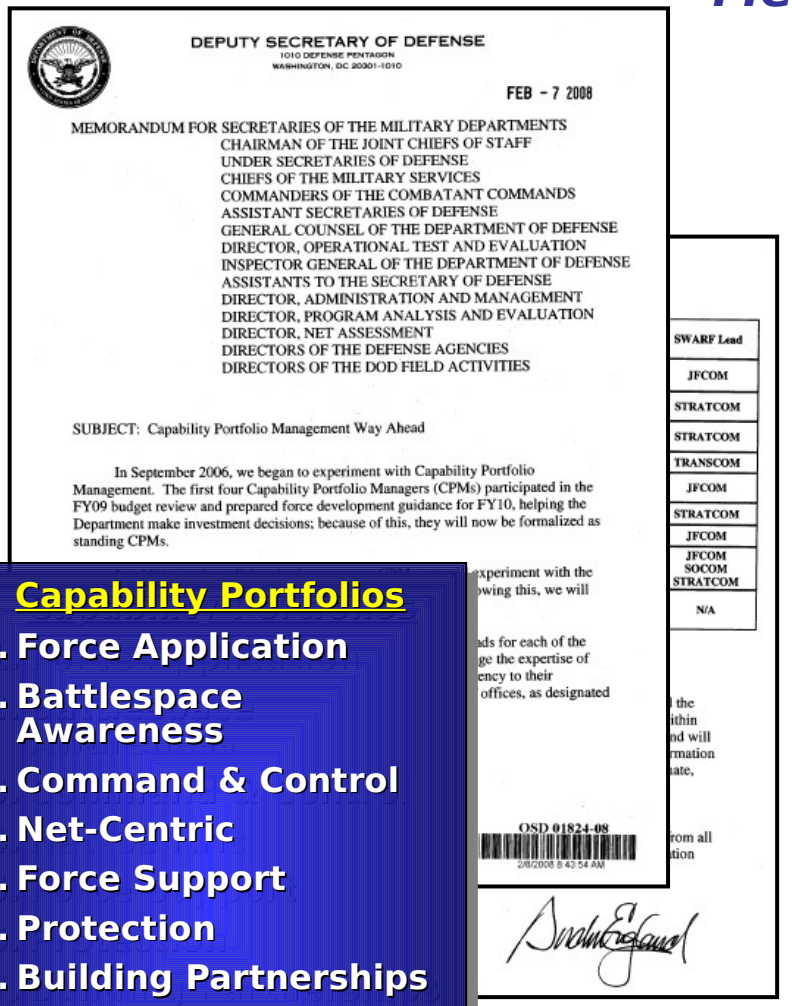
FY10 JCA Timeline



Questions

Capability Portfolio Management

February 7, 2008 Deputy Secretary of Defense Memorandum



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

FEB - 7 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEFS OF THE MILITARY SERVICES
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Capability Portfolio Management Way Ahead

In September 2006, we began to experiment with Capability Portfolio Management. The first four Capability Portfolio Managers (CPMs) participated in the FY09 budget review and prepared force development guidance for FY10, helping the Department make investment decisions; because of this, they will now be formalized as standing CPMs.

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SWARF Lead
JFCOM
STRATCOM
STRATCOM
TRANSCOM
JFCOM
STRATCOM
JFCOM
JFCOM SOCOM STRATCOM
N/A

Capability Portfolios

1. Force Application
2. Battlespace Awareness
3. Command & Control
4. Net-Centric
5. Force Support
6. Protection
7. Building Partnerships
8. Logistics
9. Corporate Management & Support

- Civilian and Military leads for each CPM
- 4 original "test cases" now formalized
- Experiment w/ remaining 5 portfolios
- Nine portfolios aligned to Joint

Capability Portfolio	*SWARF Lead*	*CPM Civilian Lead*	*CPM Military Lead*	*CPM JS OPR*	*Functional Capability Boards*
Command & Control	JFCOM	ASD(NII)	JFCOM	J3	JFCOM
Battlespace Awareness	STRATCOM	USD(I)	STRATCOM	J2	J2
Net-Centric	STRATCOM	ASD(NII)	STRATCOM	J6	J6
Logistics	TRANSCOM	USD(AT&L)	TRANSCOM	J4	J4
Building Partnerships	JFCOM	USD(P)	J5	N/A	J5
Protection	STRATCOM	USD(AT&L)	J8	N/A	J8
Force Support	JFCOM	USD(P&R)	J8	N/A	J8
Force Application	JFCOM SOCOM STRATCOM	USD (AT&L)/ USD(P)	JROC	J8	J8
Corporate Management & Support	N/A	DCMO	DJS	N/A	DJS

Ongoing Initiatives

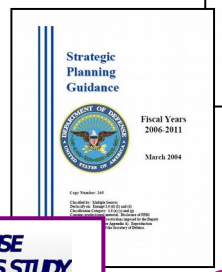
Immediate:

- JCAMP announcement / POC JSAP
- UJTL to JCA Mapping (Flag-level) JSAP

Near to Mid-term:

- JCAs at WJTSC 10-1
- Service Task to JCA Mapping
- JCA – Joint Capability Requirements Manager (JCRM) integration
- JCA – Chairman’s Readiness System integration (Opn’l templates)
- JCA Refinement – Oct 2010

JCA Lineage

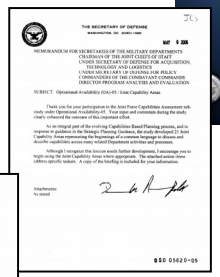


Mar 04 — OSD asked for them…

Jan 04 — …ridge Study recommended them…

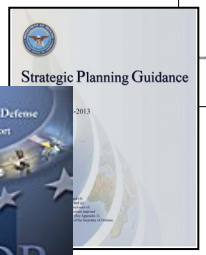
Jan 05

6 May 05 — SECDEF directed them…



Jan 06

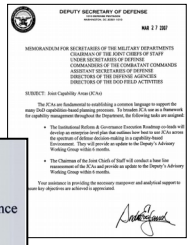
6 Feb 06 — QDR and SPG re-affirmed them…



22 Mar 06

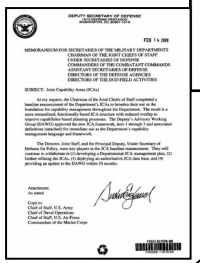
Jan 07

15 Mar 07 — DSD directed Baseline Reassessment…



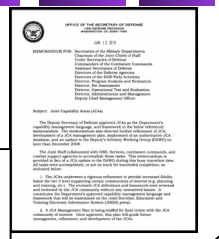
Jan 08

14 Feb 08 — DSD JCA Memo – "the Department's capability management language…"



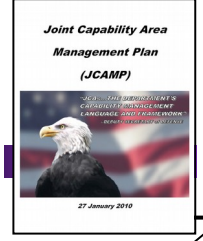
Jan 09

12 Jan 09 — JCA Refinement Tiers 1 – 7 approved



Jan 10

27 Jan 10 — JCAMP approved



JOINT DEFENSE CAPABILITIES STUDY

Aldridge Study

DoD Architecture Framework Version 2.0

EXECUTIVE SUMMARY

The DoD Architecture Framework (DoDAF), Version 2.0 serves as the overarching, comprehensive framework and conceptual model enabling DoD managers at all levels to make key decisions more effectively through organized information sharing across Department, Joint Capability Areas (JCAs), Mission, Components and Program boundaries. DoDAF serves as one of the pillars that support the responsibilities of the Department of Defense Chief Information Officer (DoD CIO) in development and maintenance of architectures required under the Clinger-Cohen Act. It also reflects guidance from OMB Circular A-130, and other Departmental directives and instructions. This version of the Framework provides extensive guidance on development of architectures supporting the adoption and execution of Net-centric services within the Department.

1.3.2 Maintaining and Managing Architectures. Embedding the architecture development process in routine planning and decision-making institutionalizes the practice and makes its maintenance more automatic. Architectures are maintained and managed within the Department through tiered accountability. Tiered accountability is the distribution of authority and responsibility for development, maintenance, configuration management, and reporting of architectures, architecture policy, tools, and related architecture artifacts to all four distinct tiers within the DoD. DoDAF 2.0 supports four tiers: Department, Joint Capability Area (JCA), Component, and Solution. These tiers support the federated approach to architecture development and maintenance descried more fully in the DoD Architecture Federation Manual[4].

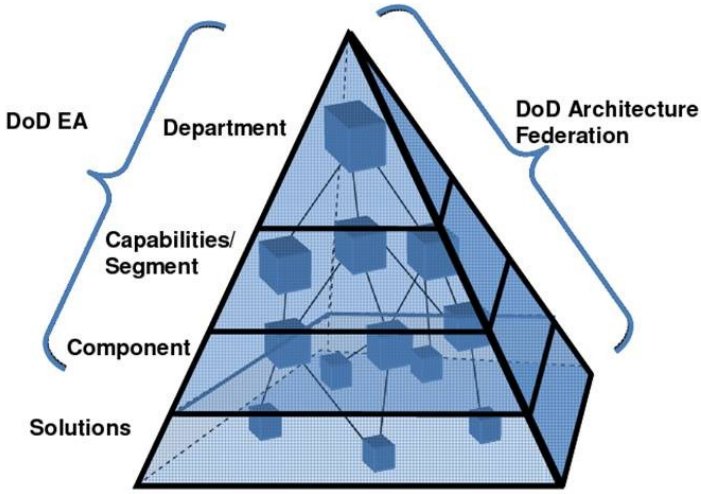


Figure 4.4-1: Architecture Levels for Tiered Accountability

3.2.3 DoDAF Version 2.0 – The Need for Change. Over time, and as experience with architecture has grown within the Department, it has become obvious that there are two types of architectures. The first and most traditional type is the ***Program Level Architecture.*** This architecture has been required, defined, and supported by major Departmental processes for solution evaluation, interoperability, and resource allocation. ***Enterprise Architecture,*** the second type of architecture, provides a roadmap for change as well as a context and reference for how and where programs "fit" within a larger 'enterprise' picture. Because of the complex structure and function of the DoD, an enterprise can be defined at the Department level, the JCA level, and the Component level. These 'tiers' need architecture content at their level to guide and direct their lower level mission requirements. The JCA and Component tiers are critical to address the high-level capabilities and semantics of a specific JCA or Component within the enterprise so that federation of individual architecture data is possible.